Air Force Flight Test Center

Agile, Responsive & Competitive, Warriors Supporting Warriors
A Great Place to Live and Work

Acquisition Center of Excellence

DoD 5000 Overview By Megan Horn

Integrity - Service - Excellence

DoD 5000 Changes

AFFTC

Agenda

- What are the DoD 5000 Series?
- What was Wrong w/the Old 5000 Series?
- Changes to the Revised 5000 Series
- Overview of the Revised Chairman of the Joint Chief of Staff Instruction (CJCSI) 3170 (Requirements Process)
- Summary
- Questions

DoD 5000 Changes

AFFTC

What are the DoD 5000 Documents?

They Define the Defense Acquisition System & Describe its Operation.

DoDD 5000.1 is a *Directive*

- A Directive is a Broad Document
- Includes Requirements by Legislation, the President, SECDEF
- Management Principles & Mandatory Policies for Managing all Acquisition Programs

DoDI 5000.2 is an *Instruction*

- An Instruction Implements the Policy and Provides Actions to Carry out Policy
- Establishes a framework for translating mission needs and technology opportunities into programs

DoD Acquisition *Guidebook*

- Replaced DoD 5000.2-R
- A supplement to the DoDD and the DoDI
- A tool containing best practices/lessons learned

Non-Mandatory

DoD 5000 Changes

AFFTC

Who is Driving the Change?

Hon. Donald H. Rumsfeld
Secretary of Defense
"Reform DoD structures, processes, and organizations, including the Acquisition Process"

Hon. Paul Wolfowitz
Deputy Secretary of Defense
"….create an acquisition policy environment that fosters efficiency, flexibility, creativity, and innovation."

Hon. E. C. "Pete" Aldridge, Jr.
Under Secretary of Defense for Acquisition, Technology, and Logistics
"Achieve Credibility and Effectiveness in the

DoD 5000 Changes

AFFTC

What was Wrong w/the Old 5000 Series

- **Policies considered overly prescriptive**
  - Too Many Regulations

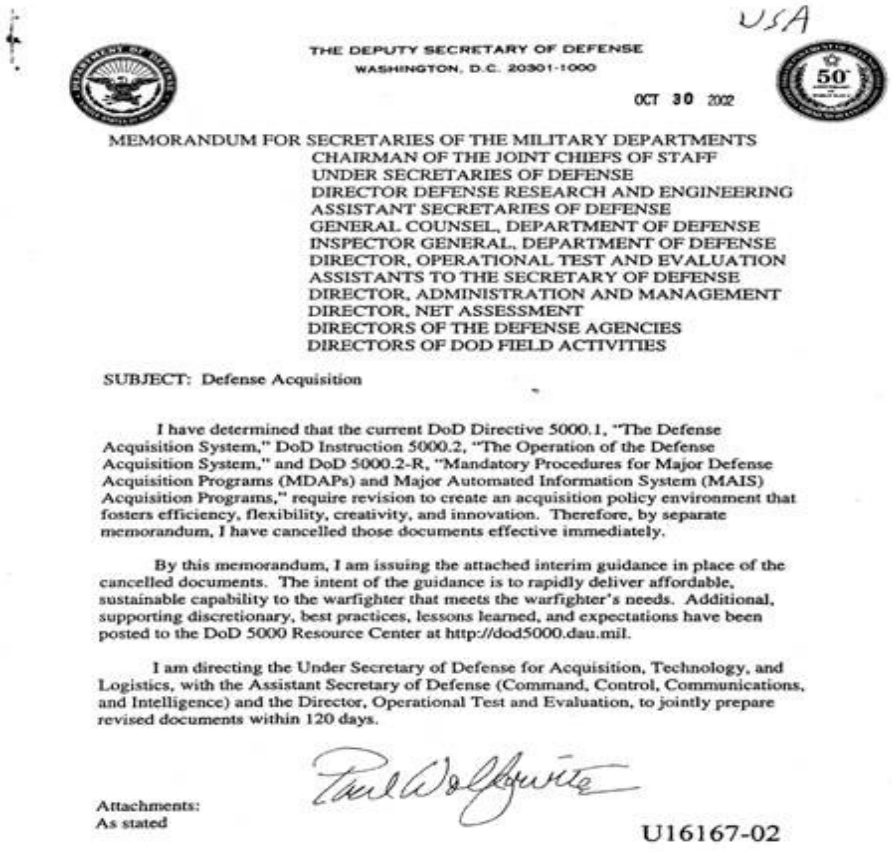
- **Policies do not constitute an acquisition policy environment fostering efficiency, creativity, and innovation**

DoD 5000 Changes

AFFTC

DoDD 5000.1, 5000.2 and 5000.2-R are Cancelled Oct 2002

- **Determined that current acquisition policies require revision**
- **Cancelled DoDD 5000.1, DoDI 5000.2 and DoD 5000.2-R**
- **Issued interim guidance**
- **Directed that revised documents**



USA

THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-1000

OCT 30 2002

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL, DEPARTMENT OF DEFENSE
INSPECTOR GENERAL, DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Defense Acquisition

I have determined that the current DoD Directive 5000.1, "The Defense Acquisition System," DoD Instruction 5000.2, "The Operation of the Defense Acquisition System," and DoD 5000.2-R, "Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs," require revision to create an acquisition policy environment that fosters efficiency, flexibility, creativity, and innovation. Therefore, by separate memorandum, I have cancelled those documents effective immediately.

By this memorandum, I am issuing the attached interim guidance in place of the cancelled documents. The intent of the guidance is to rapidly deliver affordable, sustainable capability to the warfighter that meets the warfighter's needs. Additional, supporting discretionary, best practices, lessons learned, and expectations have been posted to the DoD 5000 Resource Center at http://dod5000.dau.mil.

I am directing the Under Secretary of Defense for Acquisition, Technology, and Logistics, with the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) and the Director, Operational Test and Evaluation, to jointly prepare revised documents within 120 days.

Paul Wolfowitz

Attachments:
As stated

U16167-02

DoD 5000 Changes

AFFTC

Objectives for Revised 5000 Series

- **Streamline**
- **Encourage Innovation**
- **Increase Flexibility**
- **Focus on Outcomes vice Process**
  - **Empower PMs to use the System vice being hampered by over-regulation**
- **Enhance Business Practice**
- **Emphasize Evolutionary Acquisition**
- **Integrate Acquisition Business Model with transformed Requirements Generation System**

Create an Acquisition Policy Environment that Foste Creativity, Flexibility, Efficiency, and Innovation!

DoD 5000 Changes

AFFTC

How did they Streamline the Documents?

- **DoD Directive 5000.1**
  - Principles retained; innovation/flexibility emphasized
- **DoD Instruction 5000.2**
  - Detailed discussion of acquisition model
  - Focused on required outcomes and SPECIFIC statutory reqmt's
- **DoD Acquisition Guidebook**
  - Canceled DoD Regulation 5000.2-R; characterized as non-mandatory
  - Content will be:
    - Expectations (TEMP, C4ISP etc.)
    - Best Practices
    - Lessons Learned
    - Guidance on practice and procedure
  - Information retained: available to workforce on Internet

DoD 5000 Changes

AFFTC

Changes In DoDD 5000.1

OLD 5000.1

- **Five major categories:**
  - Achieving Interoperability
  - Rapid & Effective Transition from S&T to Products
  - Rapid & Effective Transition from Acquisition to Production
  - Integrated & Effective Operational Support
  - Effective Management

Most policy statements from old DoDD 5000.1 are summarized and included in the new DoDD 5000.1.

Policy was added from old DoDI 500

REVISED 5000.1

- **Five major categories:**
  - Flexibility
  - Responsiveness
  - Innovation
  - Discipline
  - Streamlined & Effective Management
- New Business Enterprise Architecture
  - To Improve Oversight of FM Systems and Related

DoD 5000 Changes

AFFTC

Changes In DoDI 5000.2

What was Deleted from Old 5000.2?

- Program Initiation in Advance of MS B (except for ships)
- Transition Fund in FYDP (Moved to Guidebook)
- Approval of Acquisition Strategy prior to Release of RFP (Now MDA Option – Moved to Guidebook)
- Reduced Document from 10 Pages

What was Revised from Old 5000.2?

- Establishes Information Technology Acquisition Board (ITAB)
- Defines “Special Interest” Reasons for ACAT Designation
- Requires SAE (Service Acq Executive) to Certify Readiness for IOT&E (vice developing agency) for Programs on OSD T&E Oversight List
- Added Procedures for Oversight of Services Acquisition
- Added New Report: Software Resources Data Report
- Emphasis on Requirements & Acquisition

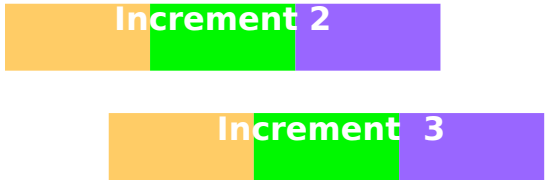
What was Revised from Old 5000.2?

- Concept Decision (CD) – new decision point Pre MS A. Replaced Decision Review (DR)
- Initial Capabilities Document (ICD) Replaced MNS
- Analysis of Material Approaches done prior to CD and documented in Initial Capabilities Doc (ICD)
- Concept Refinement - New phase Pre MS A
- Analysis of Alternatives (AoA) due at MS A (not MS B). Used to refine the initial concept and provide basis for the Technology Development Strategy (TDS).
- TDS is a new document required for each increment
- Capability Development Document (CDD) & Capability Production Document (CPD) Replaced the ORD
- Better Definition of Evolutionary Acq (EA) and Spiral Develop (SD)

DoD 5000 Changes

AFFTC

Continued Emphasis on Evolutionary Acquisitio



- **Evolutionary Acquisition is DoD's Preferred Acquisition <u>Strategy</u>**

- **Goal of EA:**
  - Rapidly Acquire & Sustain a Supportable Capability for the Warfighter
  - Incrementally Inserts Technology or Additional Capability to Meet Warfighter Requirements

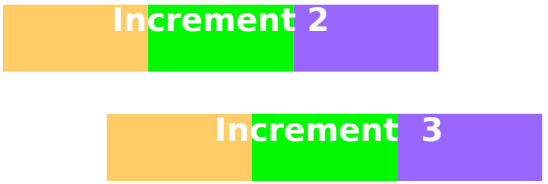
- **Fully integrated into Acquisition Policy**

- **Further defined:**
  - Incremental Development (<u>Process</u> to Achieve EA)
  - Spiral Development (Process to Achieve EA)

DoD 5000 Changes

AFFTC

Continued Emphasis on Evolutionary Acquisition Cont..



- ***Incremental Development***: A desired capability is identified, an end-state is requirement is ***known***, and that requirement is met over time by development of several increments, each dependent on available mature technology.

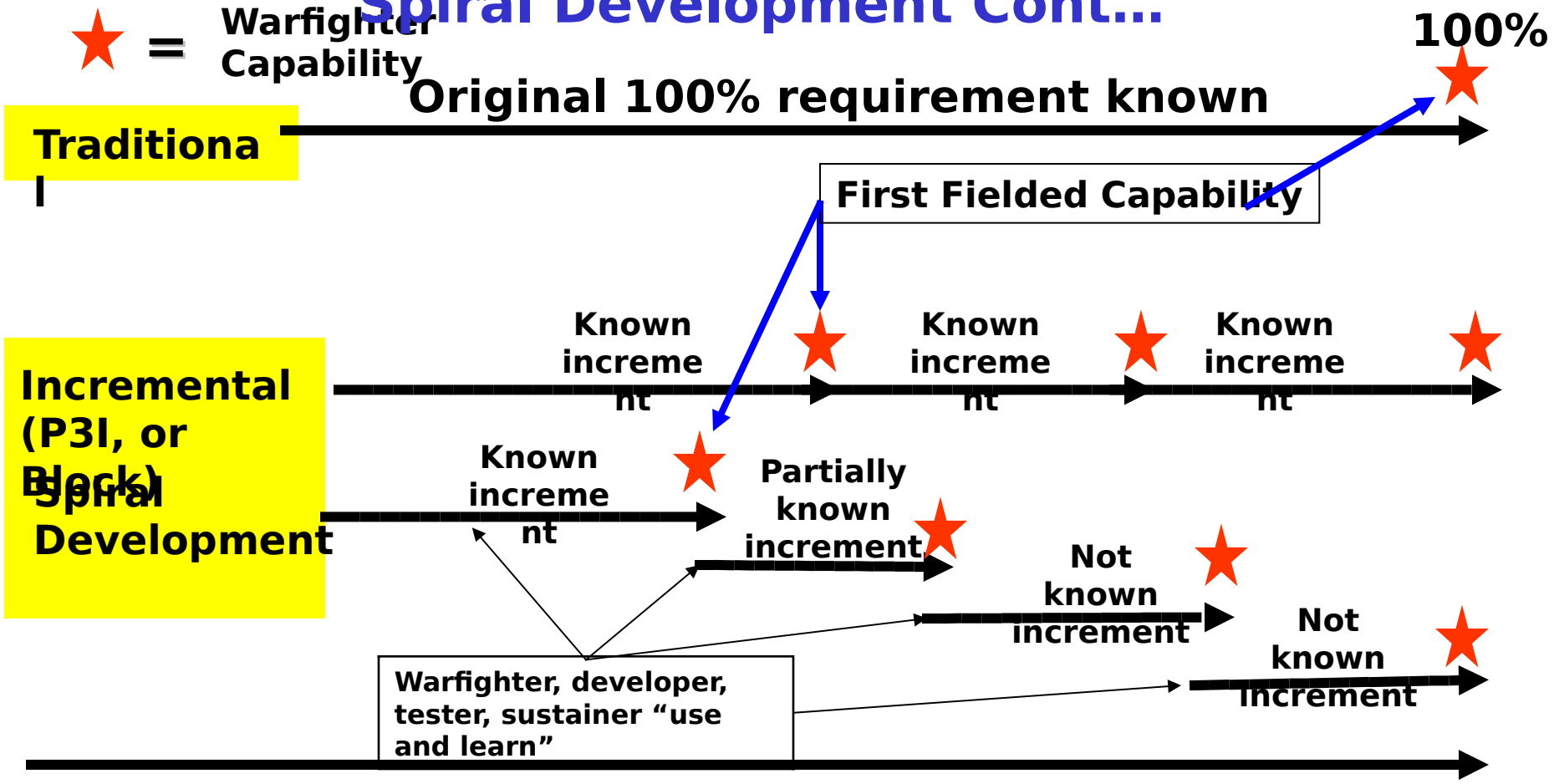
- ***Spiral Development***: A desired capability is identified, but the end-state requirements are ***not known*** at program initiation. Requirements are refined through demonstration and risk management; there is continuous user feedback; and each increment provide the user the best possible capability

- MDA authorizes work to begin on subsequent increments in consideration of above as well as Full Funding, Test and

DoD 5000 Changes

AFFTC

Traditional, Incremental, and Spiral Development Cont…



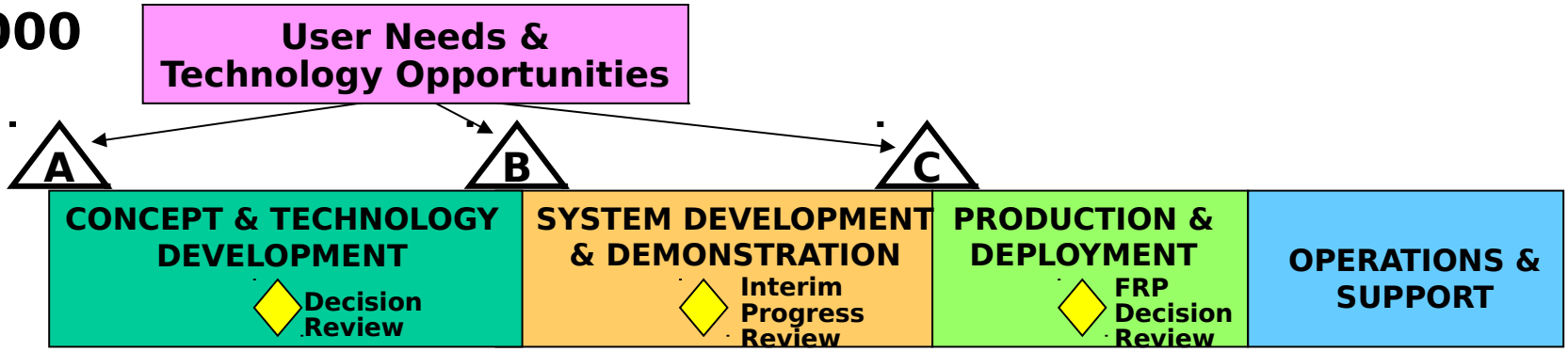
The Goal of EA: To Rapidly Acquire & Sustain a Supportable Capability to the Warfighter

DoD 5000 Changes

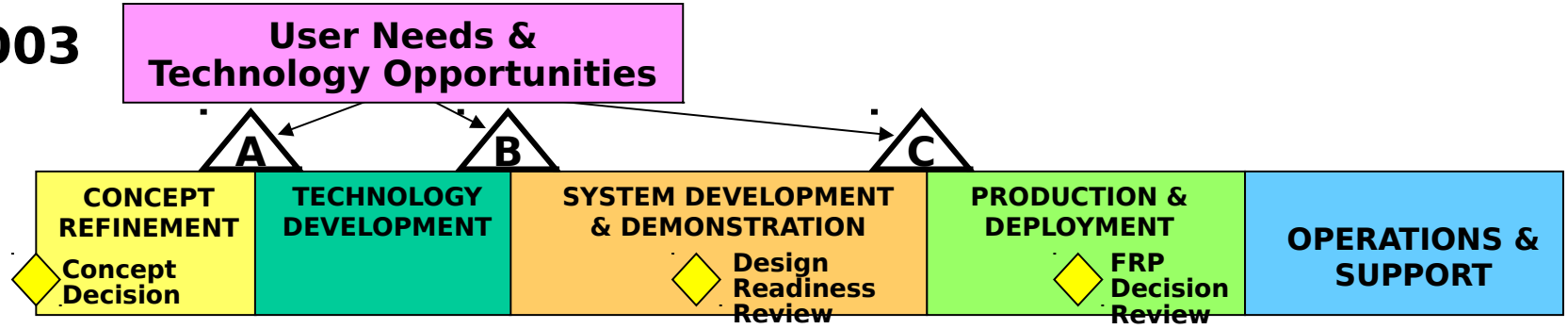
AFFTC

The 5000 Process: 2000 – 2003
Defense Acquisition Framework

2000



2003

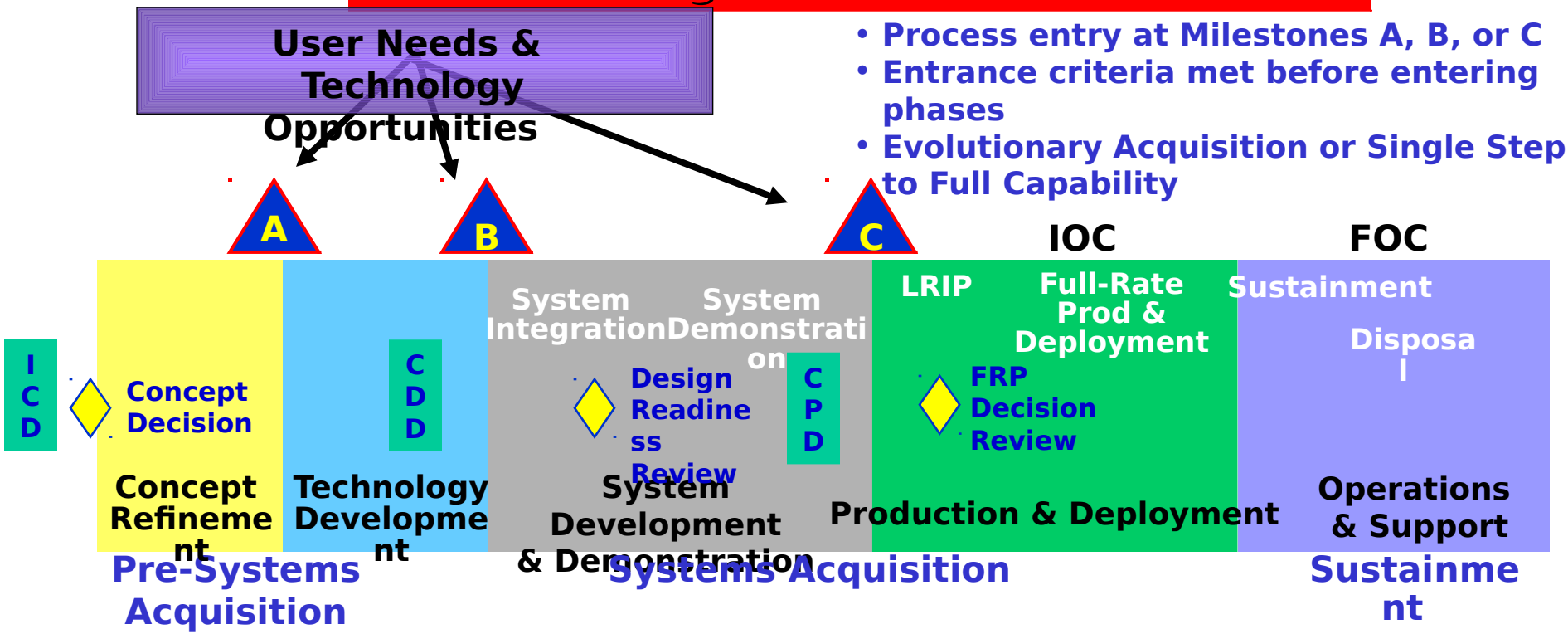


- Previously 4 Phases and Now 5
- Entrance & Exit Criteria Must Be Met
- First Decision Point is Pre MS A
- Interim Progress Review (IPR) is now Design Readiness Review (DRR

DoD 5000 Changes

AFFTC

2003 The Defense Acquisition Management Framework



- Process entry at Milestones A, B, or C
- Entrance criteria met before entering phases
- Evolutionary Acquisition or Single Step to Full Capability

- ICD – Initial Capabilities Document (ICD) – Replaced Mission Need Statement. Identifies Capability Gaps
- CDD – Capability Development Document (CDD) – Replaced Operational Requirements Document. Identifies Operational Performance
- CPD – Capability Production Document (CPD) – Replaced Operational Requirements Document. Identifies Production Attributes

DoD 5000 Changes

AFFTC

Just a Thought (From JCIDS)

I'LL DESIGN THE SYSTEM AS SOON AS YOU GIVE ME THE USER REQUIREMENTS.
www.dilbert.com scottadams@aol.com
BETTER YET, YOU COULD BUILD THE SYSTEM. THEN I'LL TELL YOUR BOSS THAT IT DOESN'T MEET MY NEEDS.
I DON'T MEAN TO FRIGHTEN YOU, BUT YOU'LL HAVE TO DO SOME ACTUAL WORK.
THAT'S CRAZY TALK.
© 2003 United Feature Syndicate, Inc.

Copyright © 2003 United Feature Syndicate, Inc.

What's the Message?

DoD 5000 Changes

AFFTC

Joint Capabilities Integration & Development System (JCIDS) replaces Requirements Generation System (RGS)

Why?

RGS: Frequently produced stovepiped system solutions

- Requirements were Service rather than Joint focused
- Lacked construct for objective analysis
- Systems not necessarily integrated
- Duplication existed, particularly in smaller programs
- **Evolutionary acquisition not well institutionalized**
- Joint warfighting needs not prioritized

JCIDS seeks to:

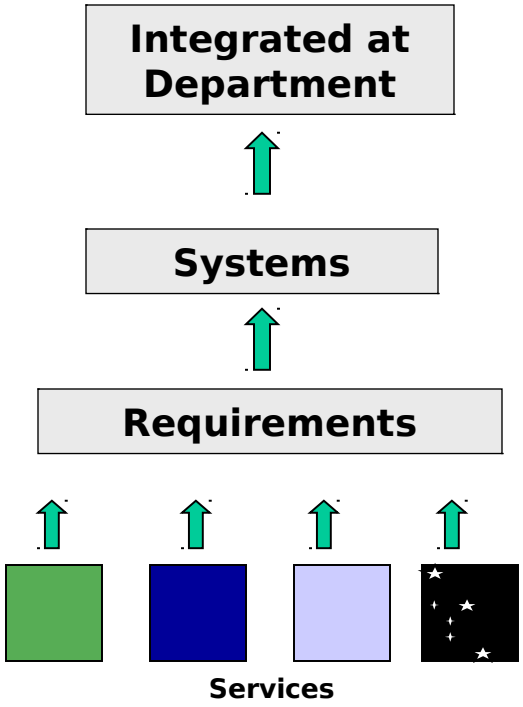
- Enhance methodology to identify and describe capabilities gaps
- Mandate broader review of capability proposals
- **Engage the acquisition community early**
- Better define non-materiel aspects of materiel solutions
- Prioritize capability gaps and proposals
- **Improved coordination with other departments and agencies**

DoD 5000 Changes

AFFTC

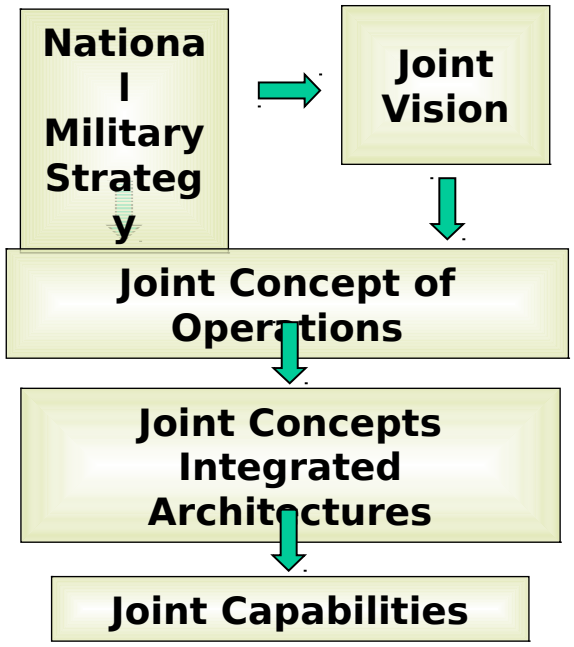
Transformation to the Joint Capabilities Integration and Development System

RGS



Bottom Up, Often Stovepiped

JCIDS



- **JCIDS Starts with the Big Picture**
- **Determines Where the Gaps are**
- **Provides Solutions where Necessary**

Top Down, Born Joint

DoD 5000 Changes

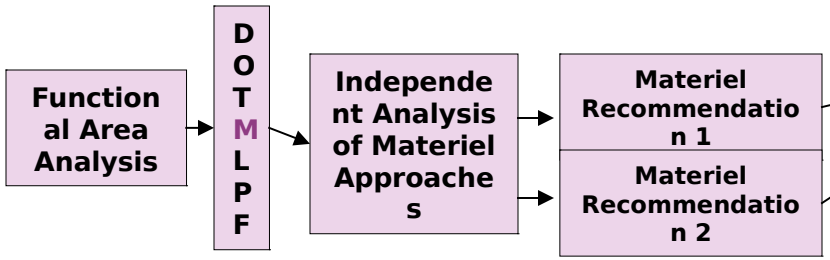
AFFTC

Requirements/Acquisition Integration

Overarching Policy --
National Security System (NSS)/National Military Strategy (NMS)/Joint Vision

Joint Concept of Operations

Functional Area
Functional Concept
Integrated Architecture

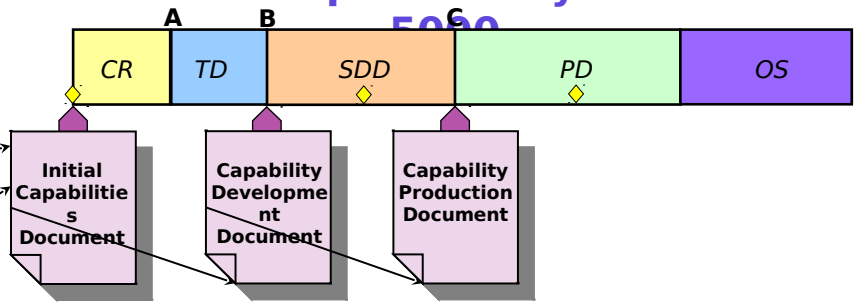


Functional Solution Analysis

- **Identify Operational Tasks, Conditions, and Standards to Accomplish Military Objectives**

DOTMLPF – (Doctrine, Organization, Training, Material, Leadership & Education, Personnel, Facilities)

Defense Acquisition System – DoD 5000



Bottom Line

- **Requirements Process Moved from a Stovepiped Process to a Process Born "Joint."**
- **High Performance Team Formed During Requirements Analysis Process**

DoD 5000 Changes

Requirements & Acquisition Process

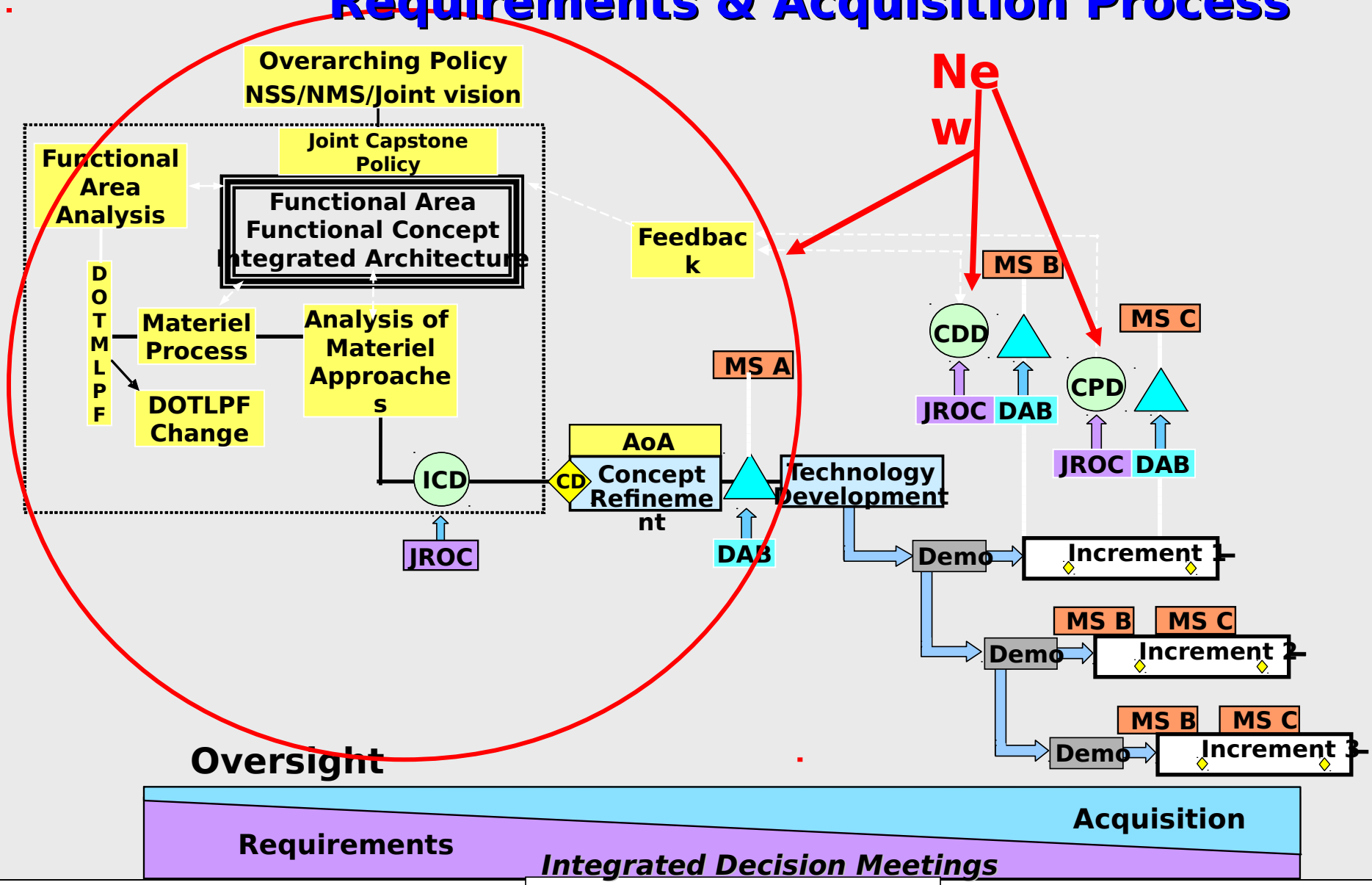


Fig. 2, DoDI 5000.2

DoD 5000 Changes

AFFTC

Benefits of DoD 5000 & CJCSI Revision

- **Opportunity to be Efficient, Creative, Flexible, Innovative!**

- **Increased Involvement between Acquisition Community and Requirements**

- **Testing Community (along w/Sustainers, S&T, etc…) will be Involved Earlier on in both the Requirements and Acquisition Process**
  - Through HPTs (High Performance Teams)
  - During Requirements Definition Process
  - When AQ is Developing Acquisition Plan

DoD 5000 Changes

AFFTC

Where Can you Go for More Info?

- **The AFFTC ACE Web Site has the Following Documents (https://centernet.edwards.af.mil/ae/)**
  - AFPD 63-1
  - CJCSI 3170 & Overview Brief
  - Look for Draft Copies of AFI 63-101, 10-601 and 99-103 (Aug Timeframe)
  - DoD 5000 Documents and link to DAU Site – **(http://dau/mil).**
    - Interactive Tutorial – Ficticous Program
    - OSD Video
    - Glossary of Terms
    - FAQ's

DoD 5000 Changes

AFFTC

What's Next?

- **Upcoming Briefs from AFFTC/AE (ACE) Office**
  - **05 Aug - IMP/IMS (Integrated Master Plan/Schedule**
    - AFMC will Provide Briefing
    - Management Tools for Program, Planning, Scheduling & Execution
    - Improves Program/Project Insight
    - Supports Budgeting What-Ifs
    - Strengthens Govt/Contractor Team
  - **Aug/Sep – AFPD 63-1, AFI 10-601, AFI 99-103 and AFI 63-101**

    See Next Slide for Content

DoD 5000 Changes

AFFTC

What's Next Cont…?

- **Briefing on AFPD Changes and Overview of Draft AFI's**

  - **AFPD 63-1 *"Capability Based Acquisition System"***
  - Directive Written By AQ

- Broad Document which Outlines Framework to Plan Develop, Procure, Test, Implement, and Support

  - **Draft 63-101 *"Operation of the Capability Based Acquisition System"***
    - Written by AQ
    - Provides the Processes Used to Meet the Operator's Needs

  - **Draft 10-601 *"Operational Capability Requirements Processes & Procedures"***
    - Written by XO
    - Operational Capability Requirements

  - **Draft 99-103 *"Capability Based T&E"***
    - Written by AF/TE
    - Provides Processes for Capability Based Test & Evaluation

DoD 5000 Changes

AFFTC

Bottom Line

- **DoD 5000 Documents**
  - Old 5000 was 230 Pages of Mandatory Documents
  - Revised 5000 is 36 Pages of Mandatory Documents

- **The Revision Has Caused Work to Shift Left**
  - Pre MS A and Pre MS B
  - Why? Increased Analysis Before Program Starts

- **DoD 5000 and CJCSI 3170 Drive Changes to Air Force Acquisition Process**
  - The Requirements Process and the Acquisition Process will Collaborate through High Performance Teams (HPTs)
    - The Acquirer will Better Understand the User Needs & Expectations
    - The User will Better Understand What is Realistically Available, What it Costs, and Likely Timelines

DoD 5000 Changes

AFFTC

QUESTIONS ??

Contact AFFTC/AE (ACE) Office 7-7850